



Request for Proposals

Workforce1 Career Centers

EPIN: 80118I0001

Table of Contents

1. Program Background
 - A. Workforce1 Career Center System Overview
 - B. Program Background
 - C. Program Goals and Objectives

2. Program Expectations and Proposal Instructions
 - a. Experience 20 Points
 - b. Business Engagement 25 Points
 - c. Job Placement, Training, and Career Development 25 Points
 - d. Organizational Structure and Staffing 10 Points
 - e. Data Management, Reporting, and Technology 7 Points
 - f. Location and Facilities 5 Points
 - g. Budget Management 8 Points

3. List of Attachments

4. Basis for Contract Award and Procedures

IMPORTANT NOTE: This Request for Proposals is issued through the HHS Accelerator system to those organizations prequalified in the relevant service areas. Likewise, proposals must be submitted through the HHS Accelerator system in the manner set forth in the 'Procurements' section of the system by those same prequalified organizations. Go to www.nyc.gov/hhsaccelerator to learn more.

Basic Information

RFP Release Date	August 7, 2017		
Proposal Due Date	September 21, 2017 @ 2:00 PM		
Pre-Proposal Conference	Date: TBD	Time: TDB	Place: TBD
Anticipated Contract Term	Four (4) year term, 1/01/2018 to 12/31/2021		
Agency Contact Person	Daryl Williams: ProcurementHelpDesk@sbs.nyc.gov		
Anticipated Funding, and Payment Structure	<ul style="list-style-type: none"> • Anticipated total funding amount: \$87,987,120.00 (\$21,996,780 Annually) <ul style="list-style-type: none"> ○ Bronx \$21,041,032 over four years (\$5,260,258 annually) ○ Brooklyn \$17,307,200 over four years (\$4,326,800 annually) ○ Manhattan \$20,269,260 over four years (\$5,067,315 annually) ○ Queens \$17,877,400 over four years (\$4,469,350 annually) ○ Staten Island \$11,492,228 over four years (\$2,873,057 annually) • Anticipated total number of contracts: 5 <ul style="list-style-type: none"> ○ There will be one award in each Competition Pool/Borough • Proposers may submit a proposal for up to two Competition Pools/Boroughs. • Anticipated payment structure: Line item budget (not less than 90%) and performance milestone (not more than 10%) 		
Competition Pools /Boroughs (Note: A complete and separate proposal, including all required documents, must be submitted for each Competition Pools/Boroughs)	<ol style="list-style-type: none"> 1. Bronx Workforce1 Career Center(s) 2. Brooklyn Workforce1 Career Center(s) 3. Manhattan Workforce1 Career Center(s) 4. Queens Workforce1 Career Center(s) 5. Staten Island Workforce1 Career Center(s) <p>Note: A separate proposal must be submitted for each Competition Pools/ Boroughs of interest up to two boroughs.</p>		
Questions Regarding this RFP	<ul style="list-style-type: none"> • Questions regarding RFP must be transmitted in writing to the Agency Contact Person. • Substantive information/responses to questions received via email will be released in an addendum to the RFP to all organizations that are prequalified to propose to this RFP through the HHS Accelerator system, unless in the opinion of the Agency, the question is of proprietary nature. • SBS cannot guarantee a timely response to written questions regarding this RFP received after August 28, 2017. 		
Subcontracting	<p>Proposers proposing to subcontract services should comply with the following:</p> <ul style="list-style-type: none"> • Identify any proposed subcontractor in the proposal • Agency assumptions as set forth in the Program Expectations and other sections of this RFP apply equally to any proposed subcontractor • All contractors and subcontractors shall be subject to SBS approval before expenses are incurred and payments made. 		

Proposal Submission Instructions

General Guidelines	<ul style="list-style-type: none"> All Proposals must be submitted utilizing the Procurement Tab of the HHS Accelerator system at www.nyc.gov/hhsacceleratorlogin by providers with approved HHS Accelerator Applications, including Business Application and required Service Application(s) for the areas listed in the Services and Providers Tab. Proposals received after the Proposal Due Date and Time are late and shall not be accepted, except as provided under New York City's Procurement Policy Board Rules, Section 3-16(o)(5). Please allow sufficient time to complete and submit Proposals, which includes entering information, uploading documents and entering log-in credentials. The HHS Accelerator system will only allow Providers to submit Proposals prior to the Proposal Due Date and Time. Providers are responsible for the timely electronic submission of proposals. It is strongly recommended that Providers complete and submit their Proposals at least 24 hours in advance of the Proposal Due Date and Time. Resources such as user guides, videos, and training dates are listed on at www.nyc.gov/hhsaccelerator. For more information about submitting a proposal through the HHS Accelerator system, please contact info@hhsaccelerator.nyc.gov. 	
Proposal Details		
Basic Information	<ul style="list-style-type: none"> Enter Proposal Name 	
Provider Contact	<ul style="list-style-type: none"> Select member of your organization who will be the primary contact 	
Funding Request	<ul style="list-style-type: none"> Enter the annual funding request 	
Competition Pool	<ul style="list-style-type: none"> Select the Competition Pool 	
Questions	<ul style="list-style-type: none"> Enter number of proposals submitted in response to this RFP 	
Site Information	<ul style="list-style-type: none"> Provider's Office Address 	
Proposal Documents		
Required Documents (Note: A complete and separate proposal, including all required documents, must be submitted for each Competition Pools/Boroughs)	Document Type	Description
	Proposal	Structured Proposal Form
	Key Staff - Resume	Resumes and/or Description of qualifications for Key Staff Positions
	Letters of reference	Letters of Reference (Including relevant third-party evaluations if such evaluations exist)
	Organizational Chart	Proposer's Organizational Chart
	Doing Business Data Form	Completed Doing Business Data Form
	Annual Report	Copy of most recent Audit Report or Financial Statement or a letter stating why there is no report
Budget	Complete Proposal Budget Summary	
Optional Documents	Proof of Site Control	Proof of Site Control (if proposing for alternate location)
	Published Evaluations	Published Evaluation of their Program/Organization (if applicable)
	Alternate Proposal	Alternative proposed approach (for informational purposes only)
Additional Requirements for Documents	<ul style="list-style-type: none"> Proposal document file size cannot exceed 12 MB. Proposal documents must be in one of the following file formats: Word (.doc, .docx), PDF (.pdf), and Excel (.xls, .xlsx). Only one document file can be added to each required document slot. If you need to combine documents, complete one of the following steps: <ul style="list-style-type: none"> For Word documents: Cut and paste contents of all resumes into one Word document. For PDF documents: Combine files into a single PDF. For Printed documents: Scan the multiple documents into a single document. 	

Section 1 – Program Background

A. Workforce1 Career Center System Overview

The New York City (“City”) Department of Small Business Services (“Agency” or “SBS”) helps unlock economic potential and creates economic security for all New Yorkers by connecting New Yorkers to good jobs, creating stronger businesses, and building a fairer economy in neighborhoods across the five boroughs. Since 2003, SBS has administered the City’s Workforce Investment Act (“WIA”), superseded in 2015 by the Workforce Innovation and Opportunity Act – federally funded adult and dislocated workforce development programs (“Workforce1 Career Center System” or “Workforce System” through a network of One-Stop Career Centers (“Workforce1 Career Centers” or “Centers”). This structure directly links the City’s workforce with economic development efforts. By supporting the needs of more than 200,000 small businesses across hundreds of neighborhoods with distinct cultural and economic characteristics, the City is better able to serve and advance a diverse labor force. There are 20 Workforce1 Career Centers which, in conjunction with NYC Business Solutions Centers and Industrial Providers, fulfill new and expanding businesses hiring and training needs by finding, preparing, and connecting the most qualified local residents to their available job opportunities. The main tasks of the Workforce1 Career Centers include, but are not limited to, helping companies grow through access to skilled NYC jobseekers, recruiting, screening, and connecting qualified New Yorkers to employment and training that leads to employment, and providing jobseekers with high quality career development services that are informed by a deep understanding of employer needs and labor market trends in particular sectors.

B. Program Goals and Objectives

In this Request for Proposal, Small Business Services “the Agency” seeks up to five (5) appropriately qualified service providers (“Service Providers”) to execute the proven successful demand-driven workforce development model. Service Providers must successfully engage businesses within in-demand sectors to obtain quality job commitments. Moreover, as demonstrated in the most recent center openings, the centers must build upon the demand-driven model to incorporate an integrated approach to: (1) connection to employment; (2) recruitment, assessment and connection to pre-training and training programs within Career Pathways for general and targeted populations with barriers to employment including but not limited to OSOW youth, New Yorkers formerly involved with the criminal justice system, New Yorkers with disabilities, and foreign born New Yorkers; (3) an expanded and effectively leveraged community partnership network that includes inbound and outbound referrals to recruit and prepare jobseekers for connection to employment; (4) priority and customized services for Priority individuals; (5) customized candidate preparation services for individuals with barriers to employment including but not limited to individuals formerly involved with the criminal justice system, OSOW Youth, foreign born New Yorkers, and New Yorkers with disabilities; and (6) post-training connection to employment for targeted populations with barriers to employment within the designated in-demand sectors.

Service Providers are expected to:

1. Execute a demand driven workforce development model to engage diverse businesses to secure employer commitments;
2. Develop a job portfolio of quality employment opportunities;
3. Maintain and expand employer and sector-based business expertise to support employer needs through candidate sourcing, preparation and training;
4. Manage recruitment efforts for businesses to connect interview and skills ready New Yorkers to job opportunities;

5. Connect employers to employee advancement training opportunities including on-the-job (OJT) training opportunities and Customized training opportunities to support business and employee growth and advancement;
6. Recruit and provide preparation and job connection services for New Yorkers, with an understanding and enforcement of priority individuals including but not limited to veterans, dislocated workers and low-income individuals;
7. Recruit and provide customized candidate preparation services for targeted populations with barriers to employment including but not limited to (1) New Yorkers formerly acquainted with the criminal justice system; (2) OSOW youth; (3) foreign born New Yorkers, and (4) New Yorkers with disabilities;
8. Recruit, assess and connect New Yorkers, including targeted populations with barriers to employment to training opportunities with approved providers within the respective Career Pathways sectors including: (1) accommodations and food, (2) construction, (3) industrial, (4) healthcare, (5) technology, and (6) retail;
9. Connect successfully trained individual from approved providers to employment opportunities within the corresponding career pathway; and
10. Effectively build and leverage community partnership networks with a range of organizations to deliver an integrated service delivery model with an aligned goal of connection to employment for New Yorkers. The community partnership network should leverage the respective strengths of each of the partners (e.g. centers provide recruitment and employment connection services; partners provide training, public benefits, social services, etc.).

C. Program Background

The Workforce1 Career Center System uses a proven successful demand driven model to help new and expanding businesses meet hiring and training needs. The Centers leverage a deep understanding of employer needs and sector experience to recruit qualified New York City jobseekers to employment opportunities. To promote job quality, in 2014 the Agency enacted a wage floor policy for all Centers, with the exception of Sector Centers. The wage floor requires employers that receive the System's recruitment service to offer at least a minimum part-time wage to job candidates. The wage floor has advanced from \$10.00 per hour or full-time employment (30 hours per week) in 2014 to \$13.40 per hour or full-time employment. In fiscal year 2016 New Yorkers were successfully connected to 26,000 jobs. 79% were full time positions and the average wage was \$12.41. That compares to 65% full time and \$12.20 average wage in FY15.

In July 2015, the Workforce Innovation and Opportunity Act (WIOA) amended and superseded the Workforce Innovation Act (WIA). The new WIOA regulations provided key updates to the Workforce System including, but not limited to: (1) focus upon career pathways; (2) updated priorities for services; (3) expanded scope of career services; (4) an emphasis upon training; and (5) focused attention to addressing barriers to employment. In alignment with those updates, in November 2015 New York City Mayor Bill DeBlasio announced recommendations of the Jobs for New Yorkers Task Force in *Career Pathways: One City Working Together*. The Task Force was a group of inter-disciplinary stakeholders with a vision and goals for a revised public workforce system.

The Task Force's recommendations were intended to build upon Workforce System to achieve the following:

- Support career advancement and income mobility by helping jobseekers and incumbent workers address educational needs and develop high-demand skills;
- Ensure that businesses in New York City can find the talent they need within the five boroughs;
- Improve the quality of low-wage jobs to benefit both workers and their employers;
- Leverage New York City's economic development investments and purchasing power to place more New Yorkers in jobs; and

- Function as a coherent system that rewards job quality instead of the quantity of job placements by using system-wide job outcome data.

Building upon the System’s demand driven model, the recommendations outlined three key pillars including: (1) building skills employers seek; (2) improving job quality; and (3) increasing system and policy coordination, which had a direct impact on the programmatic direction for the Workforce1 Career Centers. Specifically, the City made at least three major investments to create mechanisms for career pathways for New Yorkers that leverage the Workforce1 Career Center System. First, Industry Partnerships were created in alignment with six economic sectors: (i) accommodations and food, (ii) construction, (iii) industrial, (iv) healthcare, (v) technology, and (vi) retail, to create a feedback loop with employers in the development and execution of market-relevant skills training programs. Second, the City made an unprecedented investment in advanced skills training. Third, there was an investment in bridge programs to prepare low-skill jobseekers for trainings. Each of these investments and priorities is represented in the current and planned approaches to service delivery within the Workforce1 Career Centers.

As part of the growing service delivery approach, the Workforce1 Career Center System expanded in 2016 to include centers with services tailored to specific populations with barriers to employment, new training investments, integration of training and employment services, and coordination and partnership among multiple agencies. The three centers opened in 2016 include:

West Farms Workforce1 Career Center – SBS collaborated with the New York City Department of Education and New York City Human Resources Administration (“HRA”) to launch the West Farms Workforce 1 Career Center in the Bronx. The West Farms Center focuses upon an integrated model of services customized to connect out-of-school, out-of-work youth (“OSOW Youth”) to careers with family sustaining wages. This integrated service delivery model features connection to: (i) customized candidate preparation workshops, including skills to strengthen job candidacy, (ii) immediate employment opportunities, (iii) HRA benefits, (iv) High School Equivalency Diploma preparation, and (v) tailored training opportunities and post training employment in the industrial, healthcare and technology industries. Historically, over 25% of the jobseekers served throughout the Workforce 1 Career Centers were OSOW Youth. In FY16, the Workforce 1 Career Center system connected 3,600 OSOW Youth to employment with an average wage of \$10.97/hour.

Washington Heights Workforce1 Career Center – SBS collaborated with HRA to launch the Washington Heights Workforce1 Career Center, which features a set of services tailored to foreign-born New Yorkers. The Washington Heights Center focuses upon an integrated model of services customized to connect foreign-born New Yorkers with tailored trainings and jobs in growing industries including healthcare, tech, industrial and food service. The following services are available at the Washington Heights Center:

- Customized workshops to help foreign-born job seekers develop a better understanding of the American workplace and conduct a successful job search;
- Pre-training programs featuring English as a Second Language (ESL) support;
- Advanced occupational training programs in key industry sectors outlined including healthcare, technology, transportation, food service and construction;
- Connection to living-wage jobs;
- Guidance and direct access to HRA benefits, such as cash and food assistance – including the ability to apply for the Supplemental Nutrition Assistance Program (SNAP); and
- Connection to social services provided by community-based organizations that serve foreign-born New Yorkers.

East New York Workforce1 Career Center – SBS collaborated with its community partner network to design the East New York Workforce1 Career Center. The East New York Center is targeted to serving the East New York and surrounding communities. The service delivery model leveraged the vibrant East New York

community partner network to identify community needs and to provide a continuum of services for jobseekers with an aligned goal of connection to employment.

The comprehensive set of services and integrated service delivery models that are featured in these three centers serves the Career Pathways framework set by the Taskforce while also carrying out the historical delivery of core employment services. These integrated models build upon the success of the Workforce System's demand driven model. With a focused emphasis upon employer need and job quality, services at these centers were extended to include connection to training opportunities within Career Pathways, and to more effectively leverage partnerships to engage jobseekers.

Moreover, the Workforce1 Center System continued to provide priority services for Priority individuals, as well as tailored services for individuals with barriers to employment.

Priority1 – Priority services are provided to Veterans and eligible military spouses throughout the Workforce1 Career Center System. Through the Priority1 Initiative, SBS has a dedicated team of 12 Veteran specialists across nine (9) Workforce 1 Centers to coordinate and provide career development services to Veterans. The Veterans Specialists team leverages the demand driven model that governs the entire Workforce System to prioritize and recruit veterans, coordinate and deliver one-on-one career development support that includes military to civilian resume translation and interview assistance, connecting veterans to employment opportunities and sustaining relationships to support retention and advancement. 190,000 veterans currently live in New York City. Priority1 served 9,582 veterans and military spouses between 2015 and 2016. They were connected to 2,256 employment opportunities.

Employment Works – In August 2008, SBS in partnership with the New York City Department of Probation (DOP) began administering the "Employment Works" program of services exclusively to New Yorker's under the supervision of the Department of Probation. Created and funded with support from the Mayor's Center for Economic Opportunity (CEO), the program was one of several innovative approaches aimed at decreasing poverty for New Yorkers. The program included job readiness training, resume preparation, interviewing skills, addressing the conviction question asked by employers, job placement and retention services.

Numerous studies have shown that in contrast to the general job seeking population, individuals with criminal justice system-involvement history are in many cases the least likely to be hired by an employer. In an effort to reverse this trend, the program focused on two customers: businesses and jobseekers. Leveraging the successful demand driven model, the program engages employers across various sectors with the goal of securing employment opportunities. Jobseekers formerly involved with the criminal justice system are screened, receive customized candidate preparation services, and are connected to job opportunities.

In the program's initial term, DOP and SBS tailored services for New Yorkers under DOP supervision to concentrate resources on a specific and underserved segment of all New Yorkers who have been involved in the criminal justice system. Between 2011 and 2015, the program averaged over 840 full-time hires per year. Sectors with the highest number of placements have been: accommodations/food services, waste management, other services (security, janitorial, etc.) and retail.

Tailored services for individuals formerly involved with the criminal justice system include:

- Customized candidate services to support and prepare job seekers for interviews and connection to employment;
- Expanded employer access to talent by integrating business development efforts with those of the entire Workforce1 Career Center System;

- Connect New Yorkers formerly involved with the criminal justice system to jobs with wage levels ranging from entry to advanced level with the overall goal of promoting job stability, career advancement, and economic sustainability; and
- Increase marketable skills of individuals formerly involved in the criminal justice system and invest in longer-term career advancement through connection to education and skills-based training.

The program currently operates at the following Workforce1 Center locations:

- Bronx Employment Works Program: 369 East 148th Street, 1st Floor, Bronx, NY 10455
- Brooklyn Employment Works Program: 9 Bond Street, 5th Floor, Brooklyn, NY 11201

In the proposed operation of the Workforce System, services provided to individuals formerly involved with the criminal justice system are expected to be provided in each of the five boroughs. Further, in the current and planned operation of the Workforce System, primary responsibilities of all Center providers are expected to include:

- Execute a demand driven model to engage New York City Businesses to secure employment commitments;
- Manage recruitment efforts for businesses to connect interview and skills ready New York City job seekers to job opportunities;
- Maintain and expand employer and sector based business expertise to support employer needs through candidate sourcing, preparation and training;
- Recruit and connect New York City job seekers, including targeted populations with barriers to employment, to services, training and direct employment opportunities;
- Conduct and/or coordinate customized candidate preparation services for individuals with barriers to employment; and
- Manage a community partner network to recruit job seekers, facilitate access to services and training, and to connect successfully trained jobseekers to commensurate employment opportunities.

Current SBS New York City Workforce Locations

The current SBS New York City Workforce System is comprised of 20 Workforce1 Career Centers including one main center in each borough (“Hub Center”) and its affiliates (“Expansion Centers”), and five sector based centers¹. Workforce1 Career Center vendors work across the system to share available job opportunities to ensure that the best candidates are sourced for employers and to increase access for job seekers.

The current Workforce1 Career Hub Centers are located at the following addresses:

- Bronx Workforce1 Career Center: 401. East Fordham Road, Bronx, NY 10458
- Brooklyn Workforce1 Career Center: 9 Bond Street, 5th Floor, Brooklyn, NY 11201
- Manhattan: 215 W 125th Street, 6th Floor, New York, NY 10027
- Queens: 168-25 Jamaica Avenue, 2nd Floor, Jamaica, NY 11432
- Staten Island: 120 Stuyvesant Place, 3rd Floor, Staten Island, NY 10301

Current SBS New York City Workforce NAICS Codes

¹ The system includes sector specific centers including Industrial and Transportation Centers and a Healthcare sector center. The Industrial and Transportation Centers are not part of this RFP and are only referenced for information purposes.

To produce the current Workforce1 jobs portfolio, each Hub Center executed a business development plan to engage employers. The sectors (and corresponding North American Industry Classification System [NAICS] codes) served by the workforce System at the time of this RFP include:

1. Automotive Repair and Maintenance (NAICS 8111)
2. Professional, Scientific, and Technical Services (NAICS 54)
3. Accommodation and Food Services (NAICS 72)
4. Administrative and Waste Support Services (NAICS 56)
5. Administrative Services (5611)
6. Arts, Entertainment, and Recreation (NAICS 71)
7. Clinical Healthcare (NAICS 621, 622, 623)
8. Construction (NAICS 23)
9. Direct Life, Health, and Medical Insurance Carriers (NAICS 631-633)
10. Education (NAICS 61)
11. Finance and Insurance (NAICS 52)
12. Healthcare and Social Assistance (NAICS 624 and 6216)
13. Information (NAICS 51)
14. Manufacturing (NAICS 31-33)
15. Office Business Support Services (5614)
16. Retail Trade (NAICS 44-45)
17. Transportation and Warehousing (NAICS 48-49)
18. Wholesale Trade (NAICS 42)

***Note:** SBS's assumptions regarding proposer's approach represent what the Agency believes to be most likely to achieve its goals and objectives. However, proposers may also propose an approach that they believe will most likely achieve the Agency's goals and objectives. Proposers may also propose more than one approach. However, if an alternative approach affects other areas of the proposal such as experience, organizational capability or price, that alternative approach should be submitted as a complete and separate proposal providing all the information specified in this RFP. The alternative is for informational purposes only and will not be evaluated.

Section 2 – Program Expectations and Proposal Instructions

Important Note: Please follow all proposal instructions and offer concise responses to each program expectation.

A. Experience

1. Program Expectations:

- a. The Contractor(s) would demonstrate at least five (5) years of successful experience in providing workforce development services, such as job preparation and connection.
- b. The Contractor(s) would demonstrate at least five (5) years of successful experience in implementing a sector focused, demand driven approach to workforce development by meeting the needs of businesses and connecting jobseekers and incumbent workers to those available jobs.
- c. The Contractor(s) would demonstrate successful experience in business sales and marketing activities that lead to the development of meaningful employer relationships that result in large, recurring job orders of 10 or more.
- d. The Contractor(s) would demonstrate substantial sector-specific experience in the industry sectors listed in Section 1B, Program Background.
- e. The Contractor(s) would demonstrate successful experience in business sales and marketing activities that lead to the development of meaningful employer relationships in career pathways sectors including: (1) accommodations and food, (2) construction, (3) industrial, (4) healthcare, (5) technology, and (6) retail specific industries that result in job orders to connect targeted training graduates to employment.
- f. The Contractor(s) would demonstrate at least five (5) years of experience in providing, either directly or indirectly (as the lead organization of a network of affiliated or associated organizations) job preparation, search, and connection services to a minimum of 5,000 different jobseeker and incumbent worker customers, including priority individuals such as Veterans, and individuals in targeted populations with barriers to employment including foreign born New Yorkers, individuals with disabilities, OSOW youth. Provide explicit data and other evidence of success regarding connection to employment for each of the identified targeted populations. The required minimum goals for connection to employment for each of the targeted populations will be established during contracting.
- g. The Contractor(s) would demonstrate experience in handling or scaling their operations to handle levels of jobseeker and incumbent worker traffic in excess of 20,000 people per year and provide job connection and candidate services to at least 10,000 people per year.
- h. The Contractor(s) would demonstrate at least three (3) years of successful experience in recruiting, assessing and connecting to training and employment targeted populations with barriers to employment including, but not limited to individuals formerly involved with the criminal justice system, out-of-school, out of work youth, people with disabilities and foreign born New Yorkers. Provide explicit data and other evidence of success regarding recruiting and connection to training and employment for identified targeted populations. Minimum requirements for recruiting and connection to training and consequent employment for each of the targeted populations with barriers to employment will be established by borough during contracting.
- i. The Contractor(s) would demonstrate at least three (3) years of successful experience, evidenced by connection to employment, in providing tailored workforce development services, such as job preparation and skills development for targeted populations with barriers to employment including, but not limited to (1) individuals formerly involved in the criminal justice system; (2) out of school, out of work youth; (3) foreign born New Yorkers; (4) New Yorkers with disabilities.
- j. The Contractor(s) would demonstrate successful experience recruiting, assessing and connecting job seekers to bridge and training opportunities, particularly within the Career Pathways industries.

- k. The Contractor(s) would demonstrate successful experience managing community partner networks to recruit and connect jobseekers to employment and services required for employment.
- l. The Contractor(s) would demonstrate successful experience delivering priority services including services for veterans.
- m. The Contractor(s) would demonstrate successful experience in recruiting and enrolling individuals into adult literacy courses (e.g., English as a Second Language (ESL), pre-High School Equivalency Diploma (HSED), HSED, and/or post-secondary education) and occupational training courses.
- n. The Contractor(s) would demonstrate successful experience in collaborating with government systems, including criminal justice agencies and the public workforce development system.
- o. The Contractor(s) would demonstrate success in the operations and logistics associated with the launch of an initiative, program, and/or site that serves a number of customers comparable to a Workforce1 Career Center.

2. Proposal Instructions:

- a. Complete the “**Experience Section**”, Questions 1 – 15 of the Workforce1 Career Center Structured Proposal Form, Attachment D.
- b. Attach at least three relevant letters of reference, including the name of the reference entity, a brief statement describing the relationship between the Proposer or proposed sub-contractor, as applicable, and the reference entity, and the name, title and telephone number of a contact person at the reference entity, for the Proposer and each proposed sub-contractor, if any.
 - i. Include in the references submission any third-party evaluation of the Proposer’s previous related work from a funder or research organization (if applicable).

3. Evaluation:

- a. This section will be evaluated based on the extent to which the proposer demonstrates successful relevant experience based on the criteria listed in this RFP, as well as the content of the references. It is worth a maximum of **20 points** in the Proposal Evaluation.

B. Business Engagement

1. Program Expectations:

- a. The Contractor(s) would implement a demand-driven approach to workforce development in accordance with the SBS’s sales strategy.
- b. The Contractor(s) would leverage industry relationships and networks to gain insights into sector hiring trends and practices.
- c. The Contractor(s) would leverage knowledge and relationships from the City’s Industry Partnerships to inform sector strategy, job seeker pipeline development, and staff’s industry expertise.
- d. The Contractor(s) would use labor market information and business information services to guide center activities, including locating promising sectors and subsectors (“Covered Sectors”) for engagement, and obtaining a greater understanding of industry standards.
- e. The Contractor(s) would develop relationships with specific employers that will enable the proposer to meet or exceed the target wages and hours.
- f. The Contractor(s) would identify and meet the training and recruitment needs of new and growing businesses within the Covered Sectors.
- g. The Contractor(s) would perform outreach to target and engage employers for services in the Covered Sectors that are opening or expanding to new locations in New York City and/or have not yet accessed NYC Business Solutions recruitment and training services to date.
- h. The Contractor(s) would work with the NYC Business Solutions Centers and Industrial Providers and their respective vendors, who offer the Agency’s set of services that support local businesses in their efforts to start, operate, and expand. Collaborating NYC Business Solutions Centers will offer government navigation, financial and legal assistance, capacity-building through business courses, government incentive access, and procurement and certification support services.

- i. The Contractor(s) would implement training for staff to develop expertise in specific industries and implement adaptation to changing market conditions over the life of the contract.
- j. The Contractor(s) would implement a service flow of the business customer experience, which includes but are not limited to, a breakdown of specific services to be delivered at each step, employer outreach, pre-screening of candidates, and referrals of qualified candidates to interview.

2. Proposal Instructions:

- a. Complete the “**Business Engagement Section**”, Questions 16 - 22 of the Workforce1 Career Center Structured Proposal Form, Attachment D.

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed approach to provide Employer Engagement services based on the criteria listed in this section. It is worth a maximum of **25 points** in the Proposal Evaluation.

C. Job Placement, Training and Career Development Services

1. Program Expectations:

- a. The Contractor(s) would provide equity of access for approximately 20,000 job seekers and incumbent workers, per borough, annually through recruitment, matching and referral services to quality jobs or promotions within the defined sectors at or above a living wage, currently defined by the City of New York as \$13.65 per hour for at least 30 hours of work per week and is subject to change based upon SBS’s strategy for the year, with advancement opportunities.
- b. The Contractor(s) would target recruitment of jobseeker and incumbent workers to prioritize Veterans, public assistance recipients and other low income New Yorkers and individuals with barriers to employment including OSOW Youth, New Yorkers with disabilities, foreign born New Yorkers, and New Yorkers formerly involved with the criminal justice system;
- c. The Contractor(s) would prioritize the connection of a subset of Career Seekers and incumbent workers to jobs or promotions that exceed \$15 per hour for at least 30 hours of work per week within the Covered Sectors.
- d. The Contractor(s) would develop and deliver a full set of career services, which are a standard set of services at each of the centers, including but not limited to, assessment and individual employment plan development within the career pathways, resume and interview workshops, career advisement, job search support, job screening and matching, and referrals to employers (“Career Services). These Career Services should be contextualized for the Covered Sectors, reflecting current labor market trends and business information and support the overall programmatic goals.
- e. The Contractor(s) would improve the candidacy of job seekers and incumbent workers, including veterans and individuals with barriers to employment, for placement and promotion through industry-recognized, license or certification based occupational training and advancement services through approved eligible training providers.
- f. The Contractor(s) would recruit, assess and connect job seekers, including targeted populations with barriers to employment, to bridge and training opportunities within Career Pathways.
- g. The Contractor(s) would create and leverage community partnership networks to recruit and refer job seekers to provide a continuum of services for jobseekers, including targeted populations with barriers to employment, required to achieve an end goal of connection to employment.
- h. The Contractor(s) would prioritize Career Services, training and job placement activities for specific job seekers and incumbent worker populations, including public assistance recipients and other low wage and skill-deficient individuals, veterans and eligible military spouses, and individuals with barriers to employment.
- i. The Contractor(s) would be willing to adapt services oriented toward jobseeker preparation and connection for any occupational sector; be willing to coordinate on-site the Workforce1 Career Center with other vendors and partners to deliver a comprehensive set of services.

- j. The Contractor(s) would work with SBS and industry providers to develop, sector-based strategies to advance training and employment goals.
- k. The Contractor(s) would deliver data driven services and scale successful pilots in service delivery and training to locations throughout the Workforce System.
- l. The Contractor(s) would work in concert with other Workforce1 Career Centers and their respective vendors to provide jobseekers and incumbent workers access with a full range of job and training opportunities and to source qualified jobseekers for employers.
- m. The Contractor(s) would implement an approach to job connection, training, and career development service including details for serving veterans and individuals with barriers to employment.
- n. The Contractor(s) would provide an implementation plan that thoroughly details timeframes and capacity for providing the full range of job placement, training and career development services necessary to meet programmatic goals.

2. Proposal Instructions:

- a. Complete the “**Job Placement, Training and Career Development Services Section**”, Questions 23 – 36 of the Workforce1 Career Center Structured Proposal Form, Attachment D.

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed approach to job seeker services based on the criteria listed in this section. It is worth a maximum of **25 points** in the Proposal Evaluation.

D. Organizational Structure and Staffing

1. Program Expectations:

- a. The Contractor(s) would have the organizational capability to adopt and introduce new and innovative programs for both jobseekers and business customers.
- b. The Contractor(s) would have a staffing plan that would allow them to deliver the proposed services, as well as the associated administrative responsibilities, and is consistent with the available resources of the proposer.
- c. The Contractor(s) would have a proven track record of staff stability in delivering the required services.
- d. The Contractor(s) would have the organizational capability to deliver high quality and high volume services under the proposed contract concurrent with the proposer’s performance and delivery of its other business, projects and services.
- e. The Contractor(s) would have the organizational capability to validate all reported outcomes through employer or jobseeker confirmation.
- f. The Contractor(s) would have an operating plan to assist customers with disabilities, speakers of languages other than English, and other potential barriers to accessing center services.
- g. The Contractor(s) would have a clear understanding of the City of New York’s priorities for workforce and economic development and its strategy for connecting people to employment and training and helping NYC businesses find the talent that they need.
- h. The Contractor(s) would have the organizational capacity to open, close and transfer center locations, including scouting real estate, leasing space, and setting up technology, furniture, signage, etc.
- i. The Contractor(s) would train staff to develop expertise in providing Priority Services and serving individuals with barriers to employment.
- j. The Contractor(s) would demonstrate the capability to perform in an efficient, accurate, and timely manner the administrative responsibilities related to the delivery of services related to this RFP, including fiscal management, reporting, and records management, and retention.
- k. The Contractor(s) would demonstrate their service delivery strategy consistent with the available resources.

2. Proposal Instructions:

- a. Complete the “**Organizational Structure and Staffing**”, Questions 37 – 43 of the Workforce1 Career Center Structured Proposal Form, Attachment D.
- b. Attach a resume of each key staff member or a list of qualifications for staff that will be hired for key positions to perform the programmatic, administrative, technical, supervisory, and fiscal responsibilities for this Program.
- c. Attach an organizational chart that demonstrates how the Program will fit into the proposer’s organizational structure.

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed Organizational Structure and Staffing, based on the criteria listed in this section. It is worth a maximum of **10 points** in the Proposal Evaluation.

E. Data Management, Reporting and Technology

1. Program Expectations:

- a. The Contractor(s) would use data and analysis to support decision-making, validation, and management of existing programs.
- b. The Contractor(s) would be provided computers and associated hardware by SBS, as necessary, but the proposer would maintain the hardware, software, telecommunications connections and technology infrastructure, and consider potential upgrades if required, to support the program operations and goals.
- c. The Contractor(s) would enter and manage data entered into Agency databases (such as Worksource1 and CRM On-Demand, but may be subject to change) for performance management toward the programmatic goals and reporting and compliance requirements of the Agency and of the funding stream(s).
- d. The Contractor(s) would develop processes for tracking the retention and advancement of those connected to employment or promoted within specific career pathways for one year.
- e. The Contractor(s) would have the reporting capability to validate all reported outcomes through employer or jobseeker confirmation.

2. Proposal Instructions:

- a. Complete the “**Data Management, Reporting and Technology**”, Questions 44-48 of the Workforce1 Career Center Structured Proposal Form, Attachment D

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed approach to Data Management and Reporting and Technology, based on the criteria listed in this section. It is worth a maximum of **7 points** in the Proposal Evaluation.

F. Location and Facilities

1. Program Expectations:

- a. The Contractor(s) would either maintain the current locations in the designated borough or offer an alternative location(s) and provide a facilities and technology plan that meets the programmatic goals of this RFP.
- b. The Contractor(s) would maintain a center with the following minimum hours of operation: Monday to Friday: 9 AM to 5 PM; and during some evenings between 5PM and 8PM.
- c. The Contractor(s) would provide security on-site for either the existing or proposed location.
- d. The Contractor(s) would possess the ability to take control of the center lease at contract commencement.

Note: If Contractor(s) are proposing to work in the existing site, all rent and facilities costs are reimbursed by SBS, via SBS [fiscal procedures](#).

2. **Proposal Instructions:**

- a. Complete the “**Location and Facilities**”, Questions 49 – 54 of the Workforce1 Career Center Structured Proposal Form, Attachment D.

3. **Evaluation:**

- a. This section will be evaluated based on the quality of the proposed approach to Location and Facilities based on the criteria listed in this section. It is worth a maximum of **5 points** in the Proposal Evaluation.

G. Budget Management

1. **Program Expectations:**

- a. The Contractor(s) would be expected to provide fiscally sound management systems to operate the Center. Budgets must be managed to achieve outcomes, and should be in alignment with the operating model.
- b. The contract awarded through this RFP is expected to be an expense reimbursement contract with a percentage of the total budget retained until specific expenditure requirements and performance outcomes are met. It is anticipated that the percentage of the budget retained for the performance-based component will not exceed ten percent (10%) of the total contract value. It is anticipated that the selected Service Provider will be able to receive performance based reimbursements upon achievement of a number of milestones. However, the Agency reserves the right to select any payment structure that is in the City’s best interest. No payments shall be made nor funds applied to other uses. All contract payments are subject to audit.
- c. It is anticipated that the selected Service Provider will be able to receive performance-based reimbursements upon achievement of a number of milestones, which have historically included the following:
 - i. Total Job Placements and Promotions: the number of jobseekers placed or promoted paid up to 100 percent of the milestone value based on what percentage of the quarterly placement target is achieved and validated, which will be negotiated during contract.
 - ii. Mid-Wage Job Placements and Promotions: the number of jobseekers placed or promoted in jobs at \$15 or more within the Covered Sectors divided by the quarterly targets. The selected Service Provider would be paid up to 100 percent of the milestone value based on what percentage of the quarterly mid-range placement target is achieved and validated;
 - iii. Veteran Job Placements and Promotions: the number of all veteran and eligible military spouse jobseekers placed or promoted in jobs within the Covered Sectors divided by the quarterly targets. The selected Service Provider would be paid up to 100 percent of the milestone value based on what percentage of the quarterly veteran placement target is achieved and validated;
 - iv. Employer Fulfillment Rate: the number of jobseekers placed in jobs with the strategic employers divided by the quarterly target. The selected Service provider would be paid up to 100 percent of the milestone value based on the percentage of the quarterly strategic employer placement target that is achieved and validated.
 - v. Training Enrollment and Completion: the number of all jobseekers connected to trainings as measured by enrollment and completion divided by the quarterly target. The selected service Provider would be paid up to 100 percent of the milestone value based on the percentage of the quarterly training enrollment and completion target that is achieved and validated.
- d. The outcome goals will be more specifically and technically defined in the Contract. The Agency reserves the right to change or adjust the aforementioned milestones, or pursue any performance based payment milestone not included in the illustrative list above that is in the best interest of the City. Further, percentage goals may be adjusted to reflect changes in the goals established by the United

States Department of Labor (“USDOL”) or New York State Department of Labor (“NYSDOL”) for the City, or other entities with jurisdiction thereof.

- e. The Contractor(s) would refer to the [SBS Fiscal Manual](#) for information on Fee-for-Profit and Indirect Costs. Fee-for-Profit is capped at 10% of total personnel costs, including personnel wages and fringe costs, for for-profit entities only. SBS does not provide Program Income at this time. The maximum Indirect Cost rate is 10% and it is based on total personnel wages and fringe cost. The fringe rate is based on total personnel wages and cannot exceed 28.5%. Final determination of Fee-for-Profit and Indirect Costs will be determined during contract negotiations. The proposer is expected to be familiar with the [SBS Fiscal Manual](#) and be ready to adhere to the timelines and requirements stipulated therein. The Agency reserves the right to update the SBS Fiscal Manual and its policies stated therein to comply with USDOL and NYSDOL requirements.

2. Proposal Instructions:

- a. Complete the “**Budget Management**”, Question 55 of the Workforce1 Career Center Structured Proposal Form, Attachment D.
- b. Complete and attach and Proposal Budget Summary (Attachment C). Proposers should complete the budget for 100% line-item budget, however, the contract payment structure will be 80% line-item and 20% milestones.
 - i. For Rent and Occupancy for an existing location, please use \$165,000 as the annual rent cost, and \$32,000 for annual utility costs in the budget proposal. For an alternate site proposal, describe the space costs, including those involving a rental expense, their importance in the proposed program, and how costs were determined.
 - ii. If a Start-Up Budget is required, proposers must also complete the Start-Up Budget on the second tab. and attach an additional separate price proposal/budget summary and include an additional Budget Narrative justifying all costs.
- c. Attach a copy of the proposers most recent annual report or a statement as to why no report is available.

3. Evaluation:

- a. This section will be evaluated based on the quality of the price proposal/Budget, based on the criteria listed in this section. It is worth a maximum of **8 points** in the Proposal Evaluation.

Section 3 – List of Attachments

**All attachments for this RFP can be found in the RFP Documents tab in the HHS Accelerator system.*

- Attachment A – General Information and Regulatory Requirements
- Attachment B – Doing Business Data Form
- Attachment C – Proposal Budget Summary
- Attachment D – Structured Proposal Form
- Attachment E – Workforce1 and Employment Works, Historical Budget and Performance
- Attachment F – Common Metrics Data Categories
- Attachment G – Common Metrics for Career Pathways Programs

Section 4 – Basis for Contract Award and Procedures

A. Proposal Evaluation

All proposals received on or before the submission deadline will be reviewed to determine whether they are responsive or non-responsive to the requisites of this RFP. Proposals that are determined by SBS to be non-responsive will be rejected. SBS's Evaluation Committee will evaluate and rate all remaining proposals. SBS reserves the right to conduct site visits and/or interviews and/or to request that proposers make presentations or demonstrations, as SBS deems applicable and appropriate. Although discussions may be conducted with proposers submitting acceptable proposals, the Agency reserves the right to award contracts on the basis of initial proposals received, without discussions; therefore, the proposer's initial proposal should contain its best programmatic terms.

B. Contract Award

A contract award will be made to the highest technically rated, responsible proposer whose proposal is determined to be the most advantageous to the City and whose price complies with the conditions set forth in Section 2.G. of the RFP, taking into consideration the price and such factors and criteria which are set forth in the RFP. Proposals will be ranked in descending order of their overall average technical scores and, if applicable, SBS will establish a shortlist through a natural break in scores for technically viable proposals. SBS may request best and final offers (BAFOs) and will then consider price by negotiating a fair and reasonable price with the highest technically ranked proposer. In the event that such a price is not successfully negotiated, the Agency may conclude such negotiations, and enter into negotiations with the next highest technically ranked proposer, as necessary.

SBS reserves the right to:

- Award less than the full amount of funding requested in the best interests of the City.
- prior to contract award, to determine the length of the initial contract term and each option to renew, if any.
- prior to contract registration and during the term of the contract, to change the Program service size, Program type and model of its population depending on the needs of the Program.
- change the location and number of centers associated with this contract at any time during the life of the contract. Although the contracts will be awarded for Workforce1 Career Centers and their affiliate centers by borough, each center works in concert with the other Workforce1 Career Centers and NYC Business Solutions to serve jobseekers, low-income workers, and businesses to support Career Seekers and businesses citywide. Proposers are permitted to propose a site different from the current location(s).

The contract award shall be subject to the timely completion of contract negotiations between the Agency and the selected proposer and a determination of contractor responsibility.